

STRATEGIC PLAN

for

CAPE COD NATIONAL SEASHORE

FISCAL YEAR 2000 – 2005

(October 1, 1999 – September 30, 2005)

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Approved: _____
Superintendent Date

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I. INTRODUCTION

About This Plan

This is the Strategic Plan for Cape Cod National Seashore, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the “in perpetuity” goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the six-year period covered by this plan, October 1, 1999 through September 30, 2005, federal fiscal years FY2000-2005.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 99 Marconi Site Road, Wellfleet, MA 02667. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at www.nps.gov.caco.

The Plan also contains a general section on “Strategies” on how goals will be accomplished, that briefly sketches the organization, facilities, and financial resources available to achieve the plan’s long-term goals. There is a brief discussion of “Key External Factors” that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

Cape Cod National Seashore

Cape Cod National Seashore is a vital part of America’s national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Authorized by Public Law 87-126 in 1961, the Cape Cod National Seashore is located on Cape Cod, Massachusetts. Containing 43,570 acres, the park preserves unique scenic and historic resources in perpetuity and makes this valuable part of America’s heritage available to over five million visitors each year for their experience, enjoyment, understanding, and appreciation.

The seashore shares the Outer Cape and its attendant management challenges with six neighboring towns. Many of the goals contained in this plan reflect a commitment to effective co-stewardship of resources such as fresh water, air and transportation resources that cut across administrative boundaries. The strategic plan also reflects the park’s new general management plan (GMP), which was published in September, 1999, after nearly two years of public comment. Activities to accomplish goals related to the protection of natural resources, to partnerships and to visitor understanding and enjoyment in particular reflect the insights gained during the planning process.

Although development at the seashore is generally complete, the park defined one major goal in the GMP to be carried out largely by partners. That is the creation of the Highlands Center for the Arts and Environmental Understanding to be located at the former North Truro Air Force Station.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 378 units park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current plan is available for review at Cape Cod National Seashore. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "*performance management revolution*" already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, "Isn't that what everyone is already doing?" In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and the Cape Cod National Seashore, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION

The Mission of Cape Cod National Seashore is to preserve the nationally significant and special natural and cultural features, distinctive patterns of human activity and ambience that characterize the Outer Cape, along with the associated scenic, cultural, historic, scientific and recreational values, and to provide opportunities for current and future generations to experience, enjoy and understand these features and values.

The mission statement of the National Park Service at Cape Cod National Seashore grows from the park's legislated mandate found in Public Law 87-126.

Our mission statement is a synthesis of our mandated purpose and the park's primary significance.

III. STRATEGIES: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

Superintendent Maria Burks leads the Cape Cod National Seashore staff. Reporting directly to her are a deputy superintendent and a management assistant (planner). The remaining staff is organized into five operating divisions: Resource Management; Interpretation and Cultural Resources; Resource and Visitor Protection; Maintenance; and Administration. Staff expertise and specialties include biologists; ecologists; hydrologists and resource technicians; maintenance workers; specialists in roads, trails, buildings and utilities; contracting, procurement and personnel specialists; and clerical support. Park rangers provide educational and law enforcement services and staff the visitor centers. Approximately 77 permanent employees work year round or nearly year round. Approximately 140 additional employees work the 10-week summer season (seasonals). These employees provide technical and field support for the above specialties, collect fees and guard the beaches. If workload requires and funding permits, some seasonals can work for as long as six months.

Our staff will be supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and/or and other partners or organizations. Staff from the Natural Resources Division of the NPS Boston Support Office, as well as the Biological Resources Division of USGS will help us achieve Goals Ia1 – 3. Staff from the National Park Service's Boston Support Office will work with us to assess and improve our interpretive programming for Goal IIb1. The NPS Denver Service Center will assist us in rehabilitating Salt Pond Visitor Center to help ensure we have satisfactory facilities to achieve Goal IIa1. The Northeast Museum Service Center, Olmsted Center for Landscape Preservation and the Northeast Cultural Resources Center will help us to inventory and evaluate our historic cultural landscapes, LCS structures and archeological resources for Goals Ia5 – 7 for better data on which to make informed decisions about our resources. In addition to helping accomplish education and visitor service goals through literature sales and donation, Eastern National will provide sales clerks at our two visitor centers. Friends of Cape Cod National Seashore will conduct regular beach clean-ups and beach grass planting sessions, and will intermittently provide direct support to the Pamet Cranberry Bog House and other park sites. The park's

three concessionaires contribute to achieving our public services goals, and the Highland Links concession also maintains the associated cultural landscape. In addition, our two historic property lease/concessions and three other historic property leases, as well as the cooperative agreements we have with The Compact and the Consortium at the Peaked Hill Bars Historic District, provide for the maintenance of eleven additional historic structures.

Facilities

Park facilities [and infrastructure] for accomplishing our goals include: Two visitor centers with exhibits, films, amphitheaters and bookstores; five picnic areas; six lifeguarded beaches with bathhouses and parking lots; 11 nature trails; 39 miles of paved road and an undetermined number of miles of sand road; headquarters; two ranger stations and two maintenance facilities (one in each of the two districts); and 70 units of employee housing.

Financial Resources

Financial resources available to achieve the park's goals include an annual base operating budget of approximately \$5,028,000, which funds a work force of 77 permanent positions, and approximately 140 seasonal positions. This work force will be supplemented annually by approximately 14,500 hours of Volunteers-in-Parks service, three Student Conservation Assistants, etc. and special project and program funds distributed by the National Park Service regional and Washington offices. Achieving our goal performance targets is critically dependent on our base funding and on these additional project funds, volunteer assistance, partnerships and donations. Therefore, in order to plan and organize our goals and the work to accomplish them, all funding and staffing sources and major alternative sources of support and work, have been estimated and included in developing our Plan.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

Cape Cod National Seashore's initial strategic plan was drafted in 1997 with full staff involvement. At work sessions we developed our mission statement and initial goals lists and targets. Subsequent reviews assessed our initial drafts against what was realistic to achieve, and we have adjusted our park goals downward each year since then. A key point has been our inability to establish baselines, especially in natural resources goals. The workloads involved have been beyond our means to accomplish, and that has

delayed real measurement of improvement, if any. In turn, however, recognition of that fact has helped us focus our new and growing inventory and monitoring program to best effect.

In addition, as we have periodically developed requests for increases in our base appropriated funding we have used our weak goal areas as justification. We have also revised our criteria for funding fee demonstration projects, using the relative importance of our needy goals as a focus.

As we are a pilot park with an OSHA partnership our goals for employee and visitor safety are getting a great deal of attention. The technical and moral support offered by OSHA has affected the ways we are trying to meet our goals. In addition, reviews of work in Goal Category IV prompted by the NPS Northeast Region's "ACT" accountability process have prompted changes in the goals themselves..

In 2001, after three years of strategic planning and with the arrival of the revised servicewide plan, we will be starting fresh with our park plan. A team of the division chiefs, the deputy and superintendent and the management assistant will fully reassess our five year goals.

IV. KEY EXTERNAL FACTORS

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

The popularity of the Cape Cod National Seashore is expected to continue and present even greater challenges both in terms of cultural and natural resource preservation and visitor use. Visitation has generally remained essentially steady per our official counts over the last five years. However, we lack the ability to count the steady increase in walk-in visitation that is a result of the booming tourist economy and the huge increase in year-round homes bordering the park. This use is expected to continue, and causes more informal trail development, more use of bathhouses and restrooms, and increased damage from under-informed visitors who never get to one of our educational contact points. Due to the rapid growth of the tourist industry, the number of international visitors has placed special demands on park staff. Additional factors affecting performance include:

- ♦ The cost of maintaining and restoring natural and cultural resources are escalating.
- ♦ Our piping plovers are having difficulty improving due to increased loss of habitat, predation, and environmental contamination beyond our control.
- ♦ The implementation of new programs that emphasize wise use of limited resources and sustainable practices.
- ♦ A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and/or Section 106 of the Historic Preservation Act
- ♦ The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventory and monitoring, and cooperative research studies.
- ♦ Unpredictable catastrophic weather events, such as hurricanes or nor'easters.
- ♦ Actions taken by our neighboring communities on such matters as the siting of cellular transmissions towers, use of fresh water and the siting of wells, zoning near the park, etc.

V. GOALS

Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, “in perpetuity” mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is below.

Goal Category I Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib on obtaining and using scholarly and scientific knowledge about resources to make better informed decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, road and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country’s heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

(This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources.)

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Long-Term Goals

Long-term goals are examples of how we will make progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can “roll up nationally” into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to Cape Cod National Seashore. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.* Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

Goal Category I Preserve Park Resources

Ia Natural and cultural resources and associated values at Cape Cod National Seashore are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

1a01A: By September 30, 2005, 10% of targeted lands (identified by 2002) disturbed by prior development or agricultural uses are restored.

Cape Cod National Seashore does not have an inventory of lands disturbed by prior development or agricultural use. We will develop a sampling plan to assess the impacts of development on the park resources, and develop an action plan to initiate restoration procedures. 10% of the lands targeted for restoration will be restored by 2005.

Goal achievement will be monitored, measured, and verified by on the ground inspection, photo documentation, and a project completion report.

1a01B: By September 30, 2005, 6.3% of the targeted acres impacted by exotic vegetation, as of 2002 are contained.

Cape Cod National Seashore does not have an inventory of lands impacted by exotic vegetation. We will develop a sampling plan to assess the impacts of exotic vegetation on the park resources, and develop an action plan to initiate restoration procedures. 10% of the lands targeted for restoration will be restored by 2005.

Goal achievement will be monitored, measured, and verified by on the ground inspection, photo documentation, and a project completion report.

*1a02A: By September 30, 2005, one of the two identified populations of federally listed threatened and endangered species with **no** critical habitat at Cape Cod National Seashore and **not** requiring NPS recovery actions, as of 1999, (i.e., piping plover) has improved status.*

In the official US Fish and Wildlife Service recovery plans for the piping plover, lands managed by Cape Cod National Seashore are not designated as critical piping plover habitat, and specific actions by the National Park Service are not required. Nevertheless, actions taken by the Cape Cod National Seashore have made a significant contribution to the recovery of this species in Massachusetts, and our efforts will continue.

The goal of "improved status" is defined as productivity exceeding 1.5 fledged chicks per nesting pair. Goal achievement will be measured by direct observation of nests and chicks.

*1a02D: By September 30, 2005, one of the two identified populations of federally listed threatened and endangered species **not** having critical habitat on Cape Cod National Seashore and **not** requiring NPS recovery actions as of 1999, (i.e., roseate tern) has an unknown status.*

This goal addresses the status of the Roseate Tern, a federally listed species which is known to nest within the park but for which there are no required NPS actions or designated critical habitat within the Park. We plan to establish a monitoring program to determine the status of this species, which will take several years of observations.

Goal achievement will be measured by the statistical and scientific validity of the data collected through monitoring of nesting activity.

1a03: By September 30, 2005, air quality at Cape Cod National Seashore has remained stable or improved.

The Servicewide goal requires that three performance indicators be used to indicate air quality. Cape Cod National Seashore only monitors two of the three through a joint program with the State. We will continue to participate in the State monitoring program but until we have the third component we cannot determine stable or improved air quality using the criteria specified for this goal.

Goal achievement will be measured by the availability of air quality data collected through the joint monitoring program with the State.

1a4: By September 30, 2005, Cape Cod National Seashore will have unimpaired water quality.

Cape Cod National Seashore waters meet the technical standards for unimpaired status, with the exception of Ryder Pond which is designated as impaired by being listed on the State Section 303d list as impaired due to nutrient enrichment. Since there is no AWQC or state criteria for nutrients, it is difficult to have this pond re-designated. We will monitor and attempt to initiate discussions with homeowners on septic solutions.

Goal achievement for all other park waters will be monitored, measured, and verified by on the ground inspection, photo documentation, and a project completion report.

1a5: By September 30, 2005, 36 of 73 of Cape Cod National Seashore historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of FY 1999 are in good condition.

Cape Cod National Seashore had 73 structures on the List of Classified Structures at the end of FY 1999. Of these 73 structures, 31 were listed as meeting the criteria for listing in good condition. Planned work at the Penniman House, Penniman Walls, Bog House, Dune Shacks, Cable Hut and

Pace Point Light area should bring those structures into good condition. Additional efforts attributable to this goal are intended to preserve structures in their present condition (whether that is good, fair or poor) and to bring structures in poor condition into fair condition.

Goal achievement will be monitored, measured, and verified by on the ground inspection, photo documentation, and a project completion report.

la6: By September 30, 2005, 362 preservation and protection standards for park museum collections are met.

The National Park Service has defined numerous specific criteria for preservation and protection of museum collections. Every year we assess our collections and the facilities in which they are stored using these standards. Currently, 558 standards apply to Cape Cod National Seashore museum collections. Planned rehabilitation of the Salt Pond Visitor Center and the Penniman House will result in an increase in the number of standards met from 326 to at least 362. Other actions, such as relocating the hay barge to the Curatorial Storage Facility, will reduce the number of standards which apply to museum objects by removing them from inappropriate storage facilities.

Goal achievement will be measured by annual inspection of collections and facilities.

*la07: By September 30, 2005 two of six (33%) cultural landscapes **not** on the NPS's Cultural Landscapes Inventory (CLI) are in good condition.*

We currently have only two landscapes on the CLI, both at Level I (no condition assessments). We presently believe that in addition to Fresh Brook and the Pamet Cranberry Bog, there are four other cultural landscapes which should be managed: Peaked Hills, Highland Links, Fort Hill and Atwood-Higgins. This goal indicates our intent to maintain the Fort Hill and Highland Links landscapes in good condition. The Highland Links landscape is in maintained by a concessioner operation.

Goal achievement will be measured by monitoring conditions in the landscapes, and evaluations against written guidelines for condition assessment.

la8: By September 30, 2005, 58 (64%) of the 91 sites listed in ASMIS with condition information in 1999 are in good condition.

The NPS Archeological Sites Management Information System (ASMIS) contains data on 91 sites within Cape Cod National Seashore. Of this number, 58 sites were recorded as being in good condition as of the end of FY 1999. Our plan is to maintain these 58 sites in good condition. Should additional resources become available professional archeological services will be procured to assist park managers in assessing sites in unknown condition and developing action plans for the protection of sites in fair or poor condition.

Goal achievement will be monitored, measured, and verified by on the ground inspection and photo documentation.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Ib2C: By September 30, 2005, all 73 Cape Cod National Seashore structures on the FY 1999 List of Classified Structures (LCS) have updated LCS information.

CAPE COD NATIONAL SEASHORE had 73 structures on the List of Classified Structures at the end of FY 1999. Of these 73 structures, 31 were listed as meeting the criteria for listing in good

condition. The data upon which the condition assessments are made is several years old, and should be updated periodically so that managers can make resource allocation decisions based on current information. Condition assessments will be accomplished through contracted services.

Goal achievement will be measured by acceptance of contractor products delivered (i.e., updated structure condition assessment reports).

Ib2E: By September 30, 2005, the number of Cape Cod National Seashore ethnographic resources entered on the NPS Ethnographic Resources Inventory (ERI) is increased from none in FY 1999 to six.

Knowledge about ethnographic resources and their associated groups is essential to managing them well. By inventorying and evaluating these resources, the Cape Cod National Seashore establishes a basis for resource accountability, assesses their significance to groups traditionally associated with them, and makes information about them available for research, interpretation, planning and decision-making. Several existing studies contain data appropriate for entry into the ERI database, and this goal reflects the park's capability to enter information on five resources. The park does not have the resources necessary to conduct additional studies needed to generate a complete picture of our ethnographic resources.

Goal achievement will be measured by successful entry of required elements on ethnographic resources into the ERI database.

*Ib2F: By September 30, 2005, Cape Cod National Seashore's Historic Resource Survey (HRS) and Administrative History are **not** completed to professional standards, current (approved since 1980) and entered in CRBIB.*

The Historic Resource Study (HRS) and Administrative History (AH) have been identified as essential historical baseline research reports in the NPS Cultural Resources Management Guideline. The HRS is the fundamental historic resource report as it identifies and evaluates the park's cultural resources within historic contexts. The AH is essential for informed park management decision-making. Cape Cod National Seashore does not have the resources necessary to complete either of these reports in-house. Additional funding has been requested to improve this situation, and external assistance may materialize in the interim which would allow progress on this goal.

Goal achievement will be measured by the existence of an approved HRS and AH.

Ib3: By September 30, 2005, Cape Cod National Seashore has identified its vital signs for natural resource monitoring.

Vital signs are indicators of the key ecological processes which, collectively, capture the function of a healthy ecosystem. Identifying vital signs of the park ecosystem and the well-being of other resources of special concern is the first step in tracking the status and trends of Cape Cod National Seashore's natural resources. Work done as a result of our involvement as a prototype park for the NPS Inventory and Monitoring program forms the basis for identification of vital signs.

Goal achievement will be measured by completion of a vital signs report discussing the dynamics of the park ecosystem, the rationale for identifying vital signs, and the vital signs selected.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

Ila Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Ila1: By September 30, 2005, not less than 95% of visitors are satisfied with park facilities, services and recreational opportunities.

Visitor evaluations of park facilities, services and recreational opportunities are useful in improving visitor services. This goal focuses on measuring the extent to which these services successfully meet visitor's expectations for their use, comfort and enjoyment.

Goal achievement is measured by annual visitor surveys, which include an overall quality question used to monitor visitor satisfaction. A visitor is counted as "satisfied" if the response to this question is either "good" or "very good".

Ila2: By September 30, 2005, the visitor accident/incident rate at Cape Cod National Seashore is reduced from the FY1992-FY1996 five year average rate of 4.8 per 100,000 visitor days to 4.5.

Cape Cod National Seashore's visitor accident rate average for the period 1992 – 1996 was 4.8 per 100,000 visitor days, while the NPS average was 7.96. We believe that this indicates that we are placing appropriate emphasis on visitor safety, and our goal is to further improve over past performance levels by reducing visitor accidents to 4.5 per 100,000 visitor days..

Goal achievement will be measured by calculating the annual visitor accident/incident rate.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

IIb1: By September 30, 2005, 86% of Cape Cod National Seashore visitors understand the significance of the park.

This goal measures a visitor's grasp of a park's significance. Visitors' understanding and appreciation increases as they enjoy the park and its resources and learn about why the park was established and the significance of its resources.

Goal achievement is measured by annual visitor surveys, which include a comments section used to gauge visitor understanding of the significance of park resources. A visitor is counted as meeting the criteria for this goal if the comments provided reflect an appreciation for resources of the park.

IIb1X: By September 30, 2005, 90% of 600 students in Cape Cod National Seashore formal educational programs understand America's cultural and natural resources as preserved by the Cape Cod National Seashore.

Cape Cod National Seashore is placing increased emphasis on educational outreach programs designed to link park themes to local school curriculum objectives and involve teachers in planning and development of programs. Programs usually include pre- and post-visit materials, address different learning styles and provide learning experiences linked directly to clear objectives. This goal reflects planned growth in the number of students reached, and includes an evaluation mechanism.

Goal achievement will be measured by counting the number of participating students, and measuring the percentage of students exhibiting understanding of cultural or natural resources preserved by Cape Cod National Seashore.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

(This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources. Cape Cod National Seashore does not report any activities to this goal category.)

Goal Category IV Ensure Organizational Effectiveness

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVa3A: By September 30, 2005, 100% of Cape Cod National Seashore employee performance plans are linked to appropriate strategic and annual performance plans and position competencies.

All Cape Cod National Seashore employees have an annual performance plan, which in the past were characterized by task statements and emphasis on the individual's output rather than the individual's contributions to the overall park mission or desired outcomes. This goal requires that individual performance goals be tied directly to organizational outcomes.

Goal achievement will be measured annually by supervisors/managers certifying that Employee Performance Plans and Results Reports are related to organizational goals set forth in this Strategic Plan.

IVa4A: By September 30, 2005 the number of Cape Cod National Seashore permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased from 8 at the end of FY1999 to 10 (a 25% increase).

The NPS permanent workforce does not reflect the diversity of minorities and women identified in civilian labor force figures in certain occupations. Cape Cod National Seashore is committed to increasing diversity in its permanent workforce and will recruit and hire qualified minorities and women in all occupational series, but particularly in those job series where they are underrepresented, to achieve parity with the civilian labor force. Locally, this goal is expressed as a 25% increase (from 8 to 10) in the number of members of underrepresented groups in targeted occupational series. The targeted occupational series for which positions exist at Cape Cod National Seashore are Park Management, General Biological Science, and Museum Curator.

Goal achievement will be measured by counting the number of members of underrepresented groups in targeted occupational series.

IVa4B: By September 30, 2005 the number of Cape Cod National Seashore seasonal and temporary positions filled by women and minorities is increased from 55 at the end of FY1999 to 69 (a 25% increase).

The NPS temporary and seasonal workforce does not reflect the diversity of minorities and women identified in civilian labor force figures in certain occupations. Cape Cod National Seashore is committed to increasing diversity in its temporary and seasonal workforce and will recruit and hire qualified minorities and women in all occupational series. Locally, this goal is expressed as an increase of 14 temporary and seasonal positions filled by minorities and women.

Goal achievement will be measured by counting the number of minorities and in temporary and seasonal positions.

IVa4C: By September 30, 2005, the Servicewide representation of underrepresented groups will be increased over the 1999 baseline by 10% of individuals with disabilities in the permanent workforce.

The NPS permanent workforce does not reflect the diversity of individuals with disabilities identified in civilian labor force figures in certain occupations. Cape Cod National Seashore is committed to

increasing diversity in its permanent workforce and will recruit and hire qualified individuals with disabilities in all occupational to achieve parity with the civilian labor force. We currently employ one individual with disabilities in the permanent workforce, and that individual is expected to retire within this goal period. Our goal is to maintain our current level of one permanent position filled by individuals with disabilities.

Goal achievement will be measured by counting the number of permanent positions filled by individuals with disabilities.

IVa4D: By September 30, 2005 the number of Cape Cod National Seashore seasonal and temporary positions filled by individuals with disabilities is maintained at one.

The NPS temporary and seasonal workforce does not reflect the diversity of individuals with disabilities identified in civilian labor force figures in certain occupations. Cape Cod National Seashore is committed to increasing diversity in its temporary and seasonal workforce and will recruit and hire qualified individuals with disabilities in all occupations. We currently employ one individual with disabilities in the temporary and seasonal workforce. Our goal is to maintain our current level of one temporary and seasonal position filled by individuals with disabilities.

Goal achievement will be measured by counting the number of temporary and seasonal positions filled by individuals with disabilities.

IVa5: By September 30, 2005, the number of Cape Cod National Seashore employee housing units listed in fair or poor condition is reduced from 50 in the FY 1997 assessments to 30 (a 40% reduction).

A limited amount of government housing is made available to employees and essential cooperators at Cape Cod National Seashore so that the park's resources and visitors are better protected. The 1997 housing inventory showed that 50 of the park's housing units were in fair or poor condition. This goal aims to improve employee living conditions by reducing the number of housing units in fair or poor condition from 50 to 30.

Goal achievement will be measured by counting the number of units in fair or poor condition.

IVa6A: By September 30, 2005, the annual number of Cape Cod National Seashore employee suffering a lost-time injury is reduced from six to three.

The National Park Service has the worst employee safety record in the Department of the Interior, and one of the worst in the Federal Government. Cape Cod National Seashore has entered into a partnership agreement with OSHA and AFGE Local 3789 to improve employee safety. This goal reflects our commitment to cut the employee lost-time injury rate in half, from six per year to three.

Goal achievement will be measured by counting the number of employee lost-time injuries.

IVa6B: By September 30, 2005, the number of Cape Cod National Seashore hours of COP will be at or below 218.

The National Park Service has the worst employee safety record in the Department of the Interior, and one of the worst in the Federal Government. Cape Cod National Seashore has entered into a partnership agreement with OSHA and AFGE Local 3789 to improve employee safety. One measure of the organizational costs of employee injuries is the number of hours injured employees are paid while not working due to on-the-job injuries, known as Continuation-of-Pay (COP) hours. This goal reflects our commitment to cut the number of COP hours paid annually in half, from an average of 436 hours in 1993-1996 to 218 hours.

Goal achievement will be measured by counting the number of COP hours recorded on employee payroll records.

IVa7: By September 30, 2005, all Cape Cod National Seashore line-item construction projects funded after September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule and construction parameters.

Park managers have recently been given greater responsibilities for ensuring that line-item construction projects are completed within planned parameters. Cape Cod National Seashore currently has two projects to which this goal applies – the Salt Pond Visitor Center rehabilitation project and the Doane Road reconstruction project. Our goal is to complete both projects, and any others subsequently funded, within 90% of cost, schedule and construction parameters.

Goal achievement will be measured by developing a Project Agreement or Capital Asset Plan for each project (which will detail the projected cost, schedule and construction parameters) and comparing the actual expenditures, time spent and facilities constructed to the plan.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Ivb1: By September 30, 2005, the number of volunteer hours is increased from 13,231 in 1997 to 15,900 (20% increase).

The NPS Volunteers in Parks (VIP) program permits parks to accept and use voluntary help in ways mutually beneficial to the parks and the volunteers. At Cape Cod National Seashore volunteers are used in many ways, from public contact stations at visitor centers to resource management projects to maintenance work. Volunteers are not used to displace paid staff, but to accomplish work which could not otherwise be done. Our goal is to increase the number of hours of voluntary services contributed annually by 20%.

Goal achievement will be measured by counting the number of volunteer hours contributed.

Ivb2A: By September 30, 2005, the value of cash donations to Cape Cod National Seashore is increased from \$16,862 in 1997 to \$25,000. (a 49% increase).

This goal tracks the dollar amount of cash donations received by Cape Cod National Seashore in donations and grants from the National Park Foundation, Friends groups and other public and private sources.

Goal achievement is measured by counting the dollars deposited to donation receipts accounts.

Ivb2B: By September 30, 2005, the cash value of in-kind (non-cash) donations, grants and services provided to Cape Cod National Seashore by the Friends of CCNS and other organizations (e.g., SCA) is increased from \$8,800 in 1997 to \$9,680.

This goal tracks the dollar value of in-kind (non-cash) donations such as vehicles, equipment, supplies, corporate services, etc. received by Cape Cod National Seashore from the National Park Foundation, Friends groups and other public and private sources. We regularly receive services from the Student Conservation Association. Most other donated personal services are counted under the goal relating to the Volunteers in Parks program (Ivb1)

Goal achievement is measured by counting the dollar value of non-cash donations received.

IVb2C: By September 30, 2005, the cash value of in-kind (non-cash) donations, grants and services provided to Cape Cod National Seashore by the Eastern National Parks and Monuments Association (as reported on the ENP&MA annual report) is increased from \$26,259 in 1997 to \$35,000).

The Eastern National Parks and Monuments Association (ENP&MA) is a legislatively authorized cooperating association of the National Park Service. As such, it operates sales outlets at each of Cape Cod National Seashore's primary visitor contact facilities. Goods sold and prices charged are subject to approval by the Park Superintendent, and a percentage of the proceeds are made available to the park to support park programs. This goal is intended to increase the amount of funds made available to park managers each year, primarily by increasing sales volume.

Goal achievement will be measured using ENP&MA financial reports.

VI. MEASURING RESULTS

Each goal described above has a brief description of how we will measure the progress toward the desired outcome of that specific goal. For goals relating to the condition of resources, we will rely on direct, on-the-ground observation using qualified personnel and objectively stated criteria. Goals stated in directly quantifiable terms will be measured by counting. Surveys will be used to gauge less quantifiable concepts such as "understanding" or "satisfaction". In some cases, interim steps toward a final goals will be measured in terms of whether or not a process is occurring or a project has been completed.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Strategic Plan:

Maria Burks, Park Superintendent
Mike Murray, Deputy Superintendent
Malcolm Wilbur, Chief of Administration
Nancy Finley, Chief of Natural Resources Management
Sue Moynihan, Chief of Interpretation and Cultural Resources Management
Ben Pearson, Chief of Maintenance
Kevin FitzGerald, Chief of Resource and Visitor Protection
Mike Whatley, South District Interpreter and Cooperating Association Coordinator
Bill Burke, North District Interpreter and Park Historian
Hope Morrill, Museum Curator

Cape Cod National Seashore's Strategic Planning Coordinator is Chief of Administration Malcolm Wilbur, who can be reached at (508) 349-3785 x224 and at malcolm_wilbur@nps.gov.

VIII. CONSULTATIONS

We consulted directly and indirectly with a variety of individuals and organizations in developing our original plan and this revision; they are shown below. All comments were carefully considered. Comments received during the consultation process encouraged us to place greater emphasis on the preservation of our cultural resources and to develop more interpretive programs. We did increase our performance targets on Goals Ia5 and Ia8 to reflect this concern. However, given our current funding levels and competing priorities, we were not able to develop new interpretive programs for IIb1 at this time. NPS also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the NPS plan.

AFGE Local 3789
Cape Cod Commission
Cape Cod National Seashore Advisory Commission
Eastern National Parks and Monuments Association
Falmouth, Harwich, Dennis-Yarmouth NEED Collaborative
Federal Aviation Administration
Friends of Cape Cod National Seashore
Lower Cape Cod Community Development Corporation
Massachusetts Department of Environmental Protection
Massachusetts State Historical Preservation Office
Nauset Regional School District
NPS Boston Support Office
NPS Denver Service Center
NPS F. L. Olmsted Center for Landscape Preservation
NPS Northeast Region – Cultural Resources Center
Town of Chatham
Town of Eastham
Town of Orleans
Town of Provincetown
Town of Truro
Town of Wellfleet
Truro Partnership
University of Rhode Island
US Fish and Wildlife Service
US Geological Survey – Biological Resources Division
US Geological Survey – Water Resources Division